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21 December 1981

MEMORANDUM FOR: Executive Committee Members

FROM: Robert M. Gates
                 Director, DCI/DDCI Executive Staff

SUBJECT: Minutes of the 14 December 1981 Executive Committee
                 Meeting: CORE Recomendations

1. The Executive Committee met on 14 December 1981 to review nine recommendations of the Agency's Cost Reduction and Efficiency (CORE) Committee. Admiral Inman chaired the session; participants included Messrs. Fitzwater (DDA), Stein (DDO), Hineman (DD/NFAC), Taylor (ADDS&T), Lipton (Comptroller), Briggs (IG), Sporkin (GC), Gates (D/OPP), and several DDA representatives. [ ]   25X1

2. Mr. Lipton reviewed the background of the CORE exercise. [ ] 25X1 (DD/OL) then amplified the nine recommendations (see attachment). In response to a DDCI question, [ ] (OC) said that accelerating the secure voice 25X1 program (Recommendation 1) would not improve secure communications with other intelligence community components. Admiral Inman noted that he considered such improvement his first priority in this area. The DDCI also asked for clarification of Recommendation 9 on commuted rate travel for TDYs. [ ] 25X1 explained this might result in spending more on travel but could save accounting costs. Admiral Inman then requested members' views on the recommendations. [ ] 25X1

3. Mr. Stein opposed consolidating micrographics (Recommendation 4) on security grounds. He noted the need to ensure that employees were not hurt financially if commuted rate travel were adopted. He also questioned where the funds required to implement the recommendations could be obtained given the number of priority unfunded requirements. Mr. Gates expressed similar concerns, deferring to the Deputy Directors who would have to absorb the costs. Mr. Briggs alluded to the long history of the concept of consolidating micrographics and said that he thought it could be done. He also noted that the Information Handling Systems Architect (IHSA) should be kept informed of developments in this area. Regarding the "Blue Blazer" Protective Force (Recommendation 8), Mr. Briggs observed that a recent inspection of the Office of Security surfaced more than just cost problems with the security guard force. [ ]   25X1

4. Mr. Lipton opined that the Agency could not afford to accelerate the secure voice program at this time. He favored procuring the new printing equipment (Recommendation 3) if possible, which might free up slots to shift to internal TEMPEST testing (Recommendation 2). He endorsed the remaining recommendations. Mr. Hineman explained that NFAC opposed consolidating micrographics because the [ ] system was about to become opera- 25X1 tional. He also noted that NFAC needed to control its genigraphic equipment (Recommendation 5), which supports intelligence production. He, Mr. Taylor, and Mr. Fitzwater echoed earlier remarks on the stringent budget picture. Mr. Fitzwater also said that he endorsed the recommendations presented, but did not think they represented a strong response to the DCI's charge. [ ] 25X1

5. Admiral Inman noted that he was not surprised at the results, given the drawdown in Agency resources over the last 10 years. Under the circumstances, he concluded that the committee had done well. He suggested that the Comptroller continue the CORE effort as the Agency begins to build its FY-1984 program, looking for areas where substantial investments might free financial and human resources in the out years. As general guidance, he requested members to avoid relying on reprogramming to solve future resource problems and called instead for more long-term planning and discipline. He also noted his belief that common user services can and should work, and the security concerns of DDO in the micrographics case should be able to be accommodated in a consolidated arrangement. ☐   25X1

6. The DDCI then reached the following decisions on the specific recommendations:

— Recommendation 1 (secure voice) was not approved, and improving secure communications with outside agencies is to be considered a priority.

— Recommendations 2 and 3 were approved, subject to the availability of funds.

— The CORE is to take another look at Recommendation 4 to determine how micrographics could be consolidated and accommodate NFAC and DDO concerns. CORE should touch base with the IHSA in doing so and report its findings by 15 March.

— Recommendations 5, 6 and 9 were approved.

— DDA is expected to implement Recommendation 7 when it can by using advanced planning.

— A decision on Recommendation 8 will be postponed, pending DDCI review of the Inspection Report on the Office of Security. ☐   25X1

7. The meeting was then adjourned. ☐   25X1

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Robert M. Gates

Attachment:
    CORE Recommendations

25X1